People

Strengthen our current and future aviation workforce by holding ourselves accountable, developing our people and planning for the aviation workforce of the future

Maximize the Benefits of Diversity, Equity, Inclusion, and Accessibility

Develop and implement a comprehensive strategy to ensure a more thoughtful, robust workforce environment that embraces the diverse talents of employees, ensures fair and equitable treatment, and advances broader gains in diversity, equity, inclusion, and accessibility.

Initiative: Maximize the Benefits of Diversity, Equity, Inclusion, and Accessibility

Maximize the Benefits of Diversity, Equity, Inclusion, and Accessibility

Activity: Hiring Persons with Disabilities (PWD)/Persons with Targeted Disabilities (PWTD).

ACR will lead collaboration between all LOB/SOs to increase the representation of PWD/PWTD in the FAA workforce by 1% each year for the next three years.

Target: Each LOB/SO will increase PWD/PWTD awareness and accountability by issuing a memorandum directing their managers to promote the PWD/PWTD 1% goal.

Each LOB/SO will increase PWD/PWTD awareness and accountability by issuing a memorandum directing their managers to promote the PWD/PWTD 1% goal.

Target: In collaboration with all LOB/SOs, ACR will ensure that 75% of FAA managers with hiring authority participate in an information session held by ACR's National People with Disabilities Program Manager to establish hiring initiatives.

In collaboration with all LOB/SOs, ACR will ensure that 75% of FAA managers with hiring authority participate in an information session held by ACR's National People with Disabilities Program Manager to establish hiring initiatives.

Target: Each LOB/SO will report their progress towards the 1% PWD/PWTD goal during the bi-monthly EAC meetings.

Each LOB/SO will report their progress towards the 1% PWD/PWTD goal during the bi-monthly EAC meetings.

Activity: FAA will establish a DEIA Score Card relevant to recruiting, retaining, development and promotion of traditionally underrepresented groups.

FAA will establish a DEIA Score Card relevant to recruiting, retaining, development and promotion of traditionally underrepresented groups.

Target: ACR will develop, distribute and implement score card template and metrics.

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Target: LOB/SOs will submit the initial scorecard report covering the first two quarters of FY22 to ACR for review.

LOB/SOs will submit the initial scorecard report covering the first two quarters of FY22 to ACR for review.

Target: The heads of each LOB/SO will report and discuss their results at a Management Board meeting, LOB/SO heads will be expected to discuss plans on addressing deficiencies that may exist.

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Target: LOB/SOs will submit their 3rd quarter score card to ACR for review.

LOB/SOs will submit their 3rd quarter score card to ACR for review.

Target: The heads of each LOB/SO will report and discuss their results at a Management Board meeting, LOB/SO heads will be expected to discuss plans on addressing deficiencies that may exist.

The heads of each LOB/SO will report and discuss their results at a Management Board meeting, LOB/SO heads will be expected to discuss plans on addressing deficiencies that may exist.

Activity: DEI&A Culture Campaign

Working through all LOB/SOs, clearly communicate the principles of DEI&A throughout the agency and ensure all levels of management have the knowledge, training, and tools necessary to increase DEI&A in the workforce.

Target: Establish a cross-LOB/SO steering committee to develop the DEIA Implementation Plan.

Establish a cross-LOB/SO steering committee to develop the DEIA Implementation Plan.

Target: Finalize and publish the DEIA Implementation Plan.

Finalize and publish the DEIA Implementation Plan.

Activity: DEIA Culture

ACR will lead the corporate effort to increase the agency's Diversity, Equity, Inclusion, and Accessibility (DEIA) culture.

Target: ACR will work with AOC to develop and communicate a clear and succinct DEIA message for the agency.

ACR will work with AOC to develop and communicate a clear and succinct DEIA message for the agency.

Target: ACR will work with AHR to identify and implement three additional training courses, tools, and/or resources that further increase DEIA in the workforce.

ACR will work with AHR to identify and implement three additional training courses, tools, and/or resources that further increase DEIA in the workforce.

Initiative: Equal Employment Opportunity (EEO) Training

Assist Agency efforts to create a FAA culture in which managers and employees understand their role in creating and maintaining an inclusive workplace by providing training on EEO laws, FAA policies, and appropriate workplace behavior.

Activity: EEO Training Opportunities for FAA Workforce

Ensure that FAA management and employees are aware of EEO training course opportunities throughout the fiscal year.

Target: Market Training Opportunities

Market and announce EEO training opportunities each quarter, including Harmony and Respect Training (HART) and COVID-19 training. Create and promote training sessions agency-wide. Due Quarterly.

Activity: Enhance EEO Training Currency and Appeal

Review, revise, enhance, develop or purchase EEO training courses to meet EEO training needs.

Target: EEO Training Currency and Accuracy

Review and revise existing EEO training courses to ensure they are in compliance with current EEO laws and guidance.

Target: EEO Training Course Appeal

Enhance training with multi-media and a variety of training delivery methods to include modern technical advances for course delivery to improve student learning and to provide flexibility of training opportunities.

Target: Develop or Purchase New EEO Training Courses

Develop or purchase new EEO courses to meet current EEO training needs. Coordinate with other DOT agencies to determine opportunities for sharing training resources.

Target: EEO Training Course Effectiveness

Monitor training effectiveness through customer feedback surveys and complaint data.

Activity: EEO Facilitator/Producer Quality Improvement

Enhance ACR Facilitator/Producer quality and skill improvement efforts throughout the organization.

Target: Annual Trainer Improvement Instruction

Provide ACR EEO Facilitators/Producers with an advanced improvement course, provided through contracted training professional instructors, in order to enhance their skills as professional facilitators/producers.

Target: Provide Additional Train-the-Trainer Sessions and Course Updates

Conduct, at minimum, quarterly train-the-trainer sessions for facilitators and producers to ensure they meet quality objectives. These sessions will be to address any feedback from customers and to improve the skill set of facilitators/producers. Additionally, at minimum, within a month of any course update, provide train-the-trainer sessions to producers/facilitators on the updated course material and best practices.

Initiative: FAA Equal Employment Opportunity (EEO) Diversity and Inclusion Initiative

Achieve shared ownership by all FAA employees, to champion their roles and responsibilities in creating and maintaining a model EEO workplace.

Activity: Diversity and Inclusion Symposium

The Office of Civil Rights (ACR) will organize the Diversity, Equity, and Inclusion Symposium/Conference to promote initiatives and leadership accountability for senior executives and FAA employees. This symposium will support the marketing and understating of the Diversity, Equity, and Inclusion Strategic Plan and programs associated, in an effort to discover best practices, methods and tools to allow an opportunity to streamline the efficiency of EEOC requirements. ACR will coordinate and host a symposium for executive leadership and employees within the FAA to voice best practices, share methods and tools used to provide an effective work environment with emphasis on diversity and inclusion.

Target: Logistics

Coordinate logistical information to include date of event, speakers, invitees, with feedback from internal stakeholders. Distribute joint invitations and agenda. Agenda will be comprised of Senior FAA Leadership, subject matter experts in the field of Civil Rights and individuals with Human Resource Capital acknowledge. Invitations will be sent electronically.

Target: Conduct the Diversity and Inclusion Symposium

The Symposium will be conducted in Washington DC, barring any restrictions on gatherings due to a pandemic. Alternate method will be Zoom. The Symposium will include speakers from FAA Senior Leadership, Civil Rights and Human Management Capital Subject Matter Experts. The symposium will be an agency wide commitment from all Lines of Business/Staff Offices to attend and support the Diversity and Inclusion plan and the Administrators vision for the future of the agency.

Target: Diversity, Equity and Inclusion Symposium Report

Provide a report highlighting the best practices discussed at the Diversity, Equity, and Inclusion Symposium. This report should include all logistical information about the event, to include the speaker's bios, presentations, and any other ancillary information provided during the event. The report will be provided by the Office of Civil Rights to the Assistant Administrator of ACR to present to the Administrator.

Activity: COVID-19 Manager Training

The Office of Civil Rights will lead the FAA's campaign on offering training to all FAA managers to enhance their interactions and communications during this timeframe and when making decisions related to Reasonable Accommodation and Workplace Modification Accommodation requests.

Target: Provide Additional Train-the-Trainer Sessions and Course Updates

Conduct, at minimum, quarterly train-the-trainer sessions for facilitators and producers to ensure they meet quality objectives. These sessions will be to address any feedback from customers and to improve the skill set of facilitators/producers. Additionally, at minimum, monthly course material updates will be provided to facilitators/producers to ensure that they are utilizing most up-to-date guidance on the topic.

Activity: Harmony and Respect Campaign: Civility Matters at FAA

The Office of Civil Rights will lead the FAA Administrator's Harmony and Respect Campaign with the goal of providing facilitated civil treatment, behavioral based sessions to FAA management personnel. In addition, under this campaign, the Office of Civil Rights will offer NoFEAR bi-annual required training to all FAA personnel.

Target: Provide Additional Train-the-Trainer Sessions

Conduct, at minimum, quarterly train-the-trainer sessions for facilitators and producers to ensure they meet quality objectives. These sessions will be to address any feedback from customers and to improve the skill set of facilitators/producers.

Target: NoFEAR Kick-Off Brief to FAA Executives

As the annual Kick-Off for the NoFEAR bi-annual training arives, the Office of Civil Rights will be responsible for providing a brief to FAA executives on the topic at initiation.

Target: NoFEAR Requirement for All FAA Employees

Provide NoFEAR On-Line training course with the goal of having 90% of all FAA employees take the course by the end of calendar year due date of 09/30/2022.

Target: NoFEAR Requirement for All FAA New Hires

Provide NoFEAR On-Line training course with the goal of having 90% of all FAA New Hires take the course within 90 days of their onboarding to the FAA.

Initiative: The FAA Historically Black Colleges and Universities (HBCU) Initiative Program

In support of Presidential Executive Order #13779 – The White House Initiative to Promote Excellence and Innovation at Historically Black Colleges and Universities, the Office of Civil Rights will collaborate with LOB/SOs to support Corporate HBCU Program. This program will support the workforce development needs of the FAA by attracting and retaining a diverse and skilled workforce to proactively address transformative technological challenges (e.g. UAS, Cyber, Commercial Space, Data) evaluate regulatory and policy issues, and maintain the safety and efficiency of our global aerospace system. The committee will develop an HBCU Directory to include HBCU alumni and stakeholders to support Corporate HBCU program. A partnership with select HBCUs will be developed to solidify the relationship with the HBCU community and facilitate collaboration and partnerships with HBCUs. This will be done through collaboration with the Minority Serving Institute (MSI) Internship program and other outreach events. The HBCU workgroup will increase exposure and collaboration with agency through the Early Innovators Development Program (EAID) and the creation of an HBCU Aerospace Fellowship Program.

Activity: The Department of Transportation HBCU Initiative

The Office of Civil Rights in collaboration with the HBCU White House Initiative Workgroup will continue to support DOT's goal of increasing HBCU engagement in DOT procurement opportunities by providing HBCUs with an instrument to increase the dollar value of Federal research contracts through the Small Business Transportation Research Centers (SBTRC) cooperative agreement program. The HBCU White House Initiative Workgroup will provide technical assistance and will lead outreach activities/events at HBCUs across the country to help HBCUs obtain a better understanding of federal government acquisitions, contracts and grants processes.

Target: The FAA HBCU White House Initiative Workgroup

ACR will continue to utilize the executive led subcommittee workgroup of the EEO Diversity and Inclusion Action Committee (EAC) to lead the HBCU White House Initiative. This team will enhance HBCU participation and foster the growth of HBCUs receiving FAA Research and Development (R&D) Awards.

Target: The 2022 Annual HBCU Conference Week

In FY22, ACR will actively participate in the Annual HBCU Week Conference. The FAA HBCU White House Initiative Workgroup will discuss progress on the Research Excellence for Aviation Competitiveness at HBCUs (REACH) program and the Early Aviation Innovators Development Program (EAID).

Target: The FAA Minority Serving Institutions Law Intern Program

In FY22, the HBCU White House Initiative Workgroup will enhance and support the Law Intern Program in both the Summer and Fall 2022 semesters. ACR will conduct an analysis to determine the impact of the MSI Law Intern Program and opportunities to expand the program.

Target: HBCU Partnerships

In FY22, ACR will lead the HBCU White House Initiative Workgroup in increasing outreach and relationships with the HBCUs through the strengthening of partnerships and working to establish at least four partnership agreements.

Activity: The FAA Research Excellence for Aviation Competitiveness at HBCUs (REACH) Program

Through the development of a cross-organizational HBCU White House Initiative Workgroup, ACR will create the FAA Research Excellence for Aviation Competitiveness at HBCUs (REACH) Program.

Target: Early Aviation Innovators Development Program (EAID)

Analyze existing aviation-related programs at HBCUs, institutional capabilities for program development, and build partnerships with industry stakeholders to identify and select key educational areas for development of EAID activities. These outreach activities will enrich and enhance the aviation workforce pipeline at the earliest academic stages.

Target: Aviation Fellowship Program (AFP)

Identify potential candidates from master's and Ph.D. level scientists, engineers, and policy experts from HBCUs along multiple potential career pathways including: (1) federal technical service, (2) federal policy service, and (3) Chief Research Officer or University Administrator. Individuals completing the program will be able to effectively identify FAA strategic priorities evaluate and develop innovative policy, and engage with relevant federal agency partners.

Initiative: Outreach and Special Emphasis Programs

Assist the Agency in building a Model EEO Workplace through outreach, consultations, collaboration, and educational partnerships.

Activity: Applicant Pool

Increase the outreach to targeted groups in the FAA applicant pool by developing a targeted outreach strategy.

Target: Annual Outreach Plan

In collaboration with AHR's Corporate Recruitment Council to develop an annual outreach plan, targeting underrepresented groups within the agency. Partner with EAC, NEF, and Aviation Workforce Steering Committee to develop annual outreach plan targeting all special emphasis programs. Collaborate with at least 15 community organizations specializing in PWTD resources to further support ADP recruitment efforts.

Initiative: EEO/Diversity and Inclusion Action Committee (EAC)

Utilize the EEO Action Committee (EAC) to collaborate and support a diverse and inclusive workplace with existing employee workgroups and LOBs/SOs to create an inclusive work environment.

Activity: Ensure a Diverse and Inclusive Workforce - Reasonable Accommodations

ACR will lead collaboration with LOBs/SOs to foster an inclusive work environment throughout FAA that promotes opportunities for all, including traditionally underrepresented groups such as Hispanics, Women, and People with Disabilities (PWD) / People with Targeted Disabilities (PWTD) by improving the Reasonable Accommodation interactive process.

Target: ACR - Reasonable Accommodations

Ensure that at least 90% of reasonable accommodation requests are processed within 25 business days or less.

Activity: Webinar and Training sessions

Collaborate with the EAC Workgroups and the NEF to target underrepresented groups within the FAA to provide career development training to enhance the participation rate in leadership positions.

Target: Webinar and Training sessions

Collaborate with the EAC Workgroups and the NEF to target underrepresented groups within the FAA to provide career development training to enhance the participation rate in leadership positions by conducting eight webinar or training sessions throughout FY2022.

Activity: Ensure a Diverse and Inclusive Workforce - Mediation

Managers engage in the mediation/facilitation process when requested.

Target: ACR - Mediation

Ensure that 75% of managers engage in mediation when requested by employees.

Initiative: Train Managers and Employees across the Agency in Diversity, Equity, Inclusion, and Accessibility (DEIA)

ACR will lead collaboration with LOBs/SOs to train managers and employees in DEIA.

Activity: ACR will Lead Collaboration with LOBs/SOs to Train Managers and Employees in DEIA

Ensure at least 75% of managers and 25% of employees from each LOB/SO attend a minimum of one training course from a menu of DEIA training courses such as Harmony & Respect, Reasonable Accommodations, Preventing Bullying, Equity, Hiring People with Disabilities (PWD) / Targeted Disabilities (PWTD), and Transgender.

Target: ACR - Train Managers and Non-Managerial Employees in a Minimum of One DEIA Training Course

Ensure at least 75% of managers and 25% of employees attend a minimum of one training course from a menu of DEIA training courses such as Harmony & Respect, Reasonable Accommodations, Preventing Bullying, Equity, Hiring People with Disabilities (PWD) / Targeted Disabilities (PWTD), and Transgender.

Initiative: Increase the Agency's Diversity, Equity, Inclusion, and Accessibility (DEIA) Culture.

ACR will lead collaboration with LOB/SOs to clearly communicate the principles of DEIA throughout the agency and provide the knowledge, training, and tools necessary to increase DEIA in the workforce to all levels of employees.

Activity: Develop a Harmony and Respect Training Course for Non-Managerial Employees.

ACR will develop a Harmony and Respect training course for non-managerial employees.

Target: Develop a Harmony and Respect Training Course for Non-Managerial Employees.

ACR will develop a Harmony and Respect training course for non-managerial employees.

Activity: Identify and Implement Training Courses, Tools, and Resources that Further Increase DEIA in the Workforce

ACR will identify and implement three additional training courses, tools, and resources that further increase DEIA in the workforce.

Target: Identify and Implement Training Courses, Tools, and Resources that Further Increase DEIA in the Workforce

ACR will identify and implement three additional training courses, tools, and resources that further increase DEIA in the workforce.   Due: 8/31/2022

Activity: ACR & AHR - Provide Additional Training Courses, Tools, and/or Resources to Further Increase DEIA in the Workforce

ACR will work with AHR to identify and implement five additional training courses, tools, and/or resources that further increase DEIA in the workforce.

Activity: ACR & AOC - Develop and Communicate a Clear and Succinct DEIA Message for the Agency

ACR & AOC - ACR will work with AOC to develop and communicate a clear and succinct DEIA message for the agency.

Target: ACR: ACR & AOC - Develop and Communicate a Clear and Succinct DEIA Message for the Agency

ACR: ACR will work with AOC to develop and communicate a clear and succinct DEIA message for the agency.

Target: AOC: ACR & AOC - Develop and Communicate a Clear and Succinct DEIA Message for the Agency

 ACR will work with AOC to develop and communicate a clear and succinct DEIA message for the agency.

Develop an FAA Employee Lifecycle Management Approach

Develop an FAA Employee Lifecycle Management Approach that promotes career opportunities, growth, and wellness through restructured recruitment and hiring; and continuous employee investment, development, and training towards the health of the agency.

Initiative: Small Business Opportunities

Support small businesses and job creation by providing opportunities for small businesses to attain FAA contracts and purchase orders, with special emphasis on procurement opportunities for socially and economically disadvantaged small businesses (including 8(a) certified firms), service-disabled veteran-owned small businesses, and women-owned small businesses.

Activity: Contracting with Small Businesses

Utilize market analysis and acquisition strategies to provide opportunities for small businesses to compete for, and attain FAA contracts and purchase orders, with special emphasis on procurement opportunities for socially and economically disadvantaged small businesses (including 8(a) certified firms), service-disabled veteran-owned small businesses, and women-owned small businesses.

Target: ACR - Support ACQ's Small Business efforts

Support ACQ's efforts to ensure 25% of the Agency's total direct procurement dollars are awarded to small businesses.

Activity: Contracting with Small Disadvantaged Business (SDB)

Utilize market analysis and acquisition strategies to provide opportunities for Small Disadvantaged Businesses (SDB) to compete for and attain FAA contracts and purchase orders.

Target: ACR - Support ACQ's Small Disadvantaged Business efforts

Ensure at least 12% of the Agency's total direct procurement dollars are awarded to Small Disadvantaged Businesses (SDB).

Operational Excellence

Operate the world's most efficient aerospace system through daily execution, continuous improvement and infrastructure investment.

Optimize Mission Efficiency and Support

Optimize efficiency and support mission requirements through daily execution, continuous improvement, planning, and investment. Effectively plan for and manage finances, procurement, information technology, and other mission support services.

Initiative: Productivity and Financial Metrics

Each FAA organization will develop, track, and report quarterly on a comprehensive measure of its operating efficiency or financial performance. These measures will include ATO cost per operation, overhead rates, and cost per accounting transaction.

Activity: Corporate Leadership for Efficiency Activities

As the agency lead for all cost control/efficiency efforts, ABA will provide leadership and guidance in the development of efficiency and financial metrics that can be used to track the efficiency and financial performance of each organization within the agency.

Target: ACR Efficiency Measure: Time to Process Reasonable Accommodation Requests- Annual Check/Update

Provide or check updated FY 2022 measure template with changes as needed.

Activity: FY 2022 Quarterly Data Consolidated and Reporting

Review and validate proposed efficiency measures, making a determination as to the suitability for the Productivity and Financial Metrics program within 45 business days of receipt by ABA.

Target: ACR Efficiency Measure: Time to Process Reasonable Accommodation Requests- Quarterly Submission

Report quarterly results and comments to ABA on the time to Process 90% Reasonable Accommodation Requests. Due 30 days after the end of each quarter.

Initiative: External Operations Program Compliance - ADA/504 and Title VI

ACR will conduct assessments, provide training and technical assistance, and build out functionalities for the existing FAA Civil Rights Connect System assessment tool to inform recipients of requirements and compliance status, and for ACR to identify trends.

Activity: ADA/504 and Title VI Airport Assessments

Conduct airport ADA/504 and Title VI program assessments to increase airport program compliance.

Target: ADA/504 and Title VI Enrollment

Enroll eighteen (18) airports for new compliance assessments for the ADA/504 or Title VI Programs and provide feedback to the airports to assist them in becoming compliant.

Activity: Conduct Training and Technical Assistance

Deliver training and technical assistance to airport sponsors or other ADA/504 and Title VI Program stakeholders to increase their program knowledge.

Target: ADA/504 and Title VI National Training

Conduct or participate in three (3) ADA/504 or Title VI training events.

Target: ADA/504 and Title VI Webinars

Conduct three (3) new or updated ADA/504 or Title VI webinar trainings.

Target: ADA/504 and Title VI Technical Assistance Calls

Offer four (4) ADA/504 or Title VI compliance program related question and answer teleconference sessions for all airport sponsors.

Activity: Utilize Technology

ACR will enhance development of the FAA Civil Rights Connect System for airport sponsors to assist in meeting DOT regulatory requirements.

Target: ADA/504 and Title VI Civil Rights Connect Development

Develop a list of desired future enhancements for the ADA/504 and Title VI sections of FAA Civil Rights Connect and create an estimate of costs.

Target: ADA/504 and Title VI Compliance Program - Outreach to Raise Awareness of available technology

Educate airport sponsors quarterly through various means on the educational products and services available to assist them from the ADA/504 and Title VI compliance program.

Target: ADA/504 and Title VI Compliance Program - Assess and Plan to Further Raise Awareness of available technology

Continue to measure airport sponsor awareness of the products and services available to assist them from the ADA/504 and Title VI compliance program.

Activity: ADA/504 and Title VI - Implement FAA Office of Civil Rights Strategic Plan

Implement new requirements for the ADA and Title VI compliance programs, per the FAA Office of Civil Rights Strategic Plan.

Target: ADA/504 and Title VI Enhanced Customer Experience – Feedback Link

Provide feedback link to customers within 5 business days of completion of ADA/504 or Title VI complaint investigations.

Target: ADA/504 and Title VI Enhanced Customer Experience – Complaint Status Updates

Provide monthly status updates to complainants of each ADA/504 or Title VI program complaint investigation.

Initiative: FAA FOIA Program

Ensure FOIA requests from the general public are processed within statutory timeframes and improve management of FOIA program.

Activity: FOIA Backlog Reduction

Per the Open Government Directive, each agency with a significant pending backlog of outstanding Freedom of Information requests shall take steps to reduce any such backlog by ten percent each year. The FAA objective is not to just reduce the backlog, but to maintain the targeted reduction over the course of the fiscal year.

Target: ACR - Reduce FAA FOIA Backlog

Reduce ACR FOIA overdue backlog (level as of October 1, 2021) by 10% and sustain a 10% reduction on new overdue requests throughout FY2022.

Initiative: National Airport Civil Rights Policy and Compliance Policy Development, Coordination, and Program Enhancement

Provide guidance for external operations, airport operators and other stakeholders on the areas of DBE/ACDBE, ADA/ 504, Title VI/LEP/EJ, and other civil rights policies and regulations affecting airports.

Activity: Policy Guidance

Provide guidance for external operations, airport operators and other stakeholders in the areas of DBE/ACDBE, ADA/504 and Title VI/LEP/EJ by conducting training sessions, policy updates as warranted, reviewing existing programs and activities in policies and regulations affecting airports.

Target: Review Part 23

Initiate drafting of 49 CFR part 23 guidance documents as a result of stakeholder listening sessions conducted in FY21 and pending rulemaking to Parts 23 and 26 if needed.

Target: Conduct Stakeholder Focus Group Meetings

Conduct three stakeholder listening sessions on the DBE, ACDBE, Title VI and/or ADA Programs to engage stakeholders and collect input and feedback.

Activity: Federal Interagency Working Groups and Committees

Represent ACR by actively engaging in IWGs / committees/meetings, such as the Advancing Racial Equity & Support for Underserved Communities; NEPA & Health (Climate Change); NEPA and Title VI subcommittees.

Target: FAA Title VI Order

Initiate and complete LOB SO Coordination and publish FAA Order 1400.11A (Title VI).

Target: Recipient Title VI Guidance

Per DOT Order 1000.12C, draft Title VI Recipient Guidance, including Title VI Plan templates.

Target: Community Participation Plan Requirements

Per DOT Order 1000.12C, draft Community Participation Plan (CPP) requirements, including CPP templates.

Target: FAA Language Access Plan

Develop and/or publish agency Language Access Plan (Includes related activities, such as completing any remaining items for the LAP Data Call, participating in drafting the Policy Statement and the Administrator's Memorandum, and updating the existing draft LAP to a finalized version).

Target: Novel Policy Initiatives

Research and develop at minimum two policy initiatives that propose proactive solutions to issues identified across the external programmatic areas.

Initiative: Alternative Dispute Resolution (ADR) Participation

Encourage the FAA workforce to engage in the ADR process as a method to resolve disputes in the EEO Complaint Process at the lowest possible level.

Activity: ADR Coordination

Coordinate with the LOBs/SOs to encourage its workforce to resolve disputes in an amicable way by utilizing the ADR process and ensure that managers engage in mediation when requested by employees.

Target: Corporate ADR Engagement Goal-Shared

Assist with Agency effort on ADR engagement by ensuring 75% of all managers engage in mediation when requested by employees.

Target: ADR Tracking

Track Agency mediation and resolution rates, present this data at the EAC meetings and produce a final ADR engagement and resolution report.

Activity: Civil Rights Scheduler Tool

Implement new civil rights scheduler tool that will ensure a customer-focused environment to better satisfy the needs of our customers and improve the quality of the organization's products and services through innovative programs, accountability in processes, services, and customer experience integration.

Target: Civil Rights Scheduler Tool - Develop and Build Software to Support ADR Services

A scheduling tool mechanism to facilitate multi-person scheduling of appointments within an individual system. The system would work both in tandem and independently with the online complaint management system to ensure a more efficient means of tracking and streamlining all appointments and counseling case activities

Target: Civil Rights Scheduler Tool - Software Assurance Testing

Collaborate with all relevant parties to design, build, and test the Civil Rights Scheduling Tool. Ensure accurate application configuration and user testing to deploy the system. Evaluate the tool for specific support provisions that also reinforce fundamental business processes.

Target: Civil Rights Scheduler Tool - Staff Training

Administer comprehensive ACR staff training for the Civil Rights Scheduling Tool. Coordinate secure application networking to all relevant Government Furnished Equipment and technology. Oversee procedural integration to ensure ISO process consistency.

Initiative: Management Directive 715 (MD-715)

Prepare the annual Equal Employment Opportunity Commission (EEOC) MD-715 Report for submission to the EEOC and continue to monitor Agency accomplishments.

Activity: MD-715 Coordination

Oversee the process for developing and reporting to the EEOC the Annual MD-715 Report.

Target: Collaboration

Collaborate with LOB/SOs to receive input for the Part G and Part J Checklist of the MD 715 Report.

Target: Preparation

Prepare FAA annual EEO MD-715 Report and submit to EEOC.

Target: State of EEO

Prepare the annual State of EEO briefing and present to the EAC.

Activity: Civil Rights Directors MD-715 Assessments

Civil Rights Directors (CRD) responsible for internal EEO will conduct EEO Assessments and follow-ups to ensure LOBs/SOs are complying with EEO laws, policies and regulations.

Target: Facility Selection

Identify the four (4) facilities to conduct the MD 715 EEO assessments and conduct (4) facility follow-up assessments.

Target: Deploy

Conduct four (4) MD 715 Facility Assessments and conduct the (4) follow-up assessments.

Initiative: EEO Complaint Services - Improved Customer Experience

Ensure a customer-focused environment to better satisfy the needs of our customers and to improve the quality of the organization's products and services through innovative programs, accountability in processes and services, and customer experience integration.

Activity: Management of the ACR Customer Feedback Database

Maintain ACR Customer Feedback Database to assess and ensure internal and external services provided are meeting customer expectations.

Target: Customer Feedback

EEO Specialists will provide customer service feedback link to their customers within 2 business days of service, and will have documented such occurrences via email.

Target: Mid-Year Report

Complete mid-year report on feedback.

Target: Training

Provide annual refresher Feedback Database training to ACR users.

Target: End of Year Report

Complete annual report for feedback.

Activity: ISO Certification

National Complaint Services will maintain the ISO Quality Management System (QMS) for the National Intake and EEO Pre-Complaint process (EEO Counselling and Alternative Dispute Resolution (ADR)) to ensure consistent delivery of quality services and maintain conformance to QMS.

Target: ISO Maintenance

Complete internal audits for maintenance of International Organization for Standardization (ISO) 9001:2015.

Target: ISO Training

Conduct Quality Management System (QMS) training, as required to maintain quality standards.

Target: ISO Audit

Complete external surveillance audit for maintenance of International Organization for Standardization (ISO) 9001:2015.

Activity: Annual EEO Best Practices Information Exchange Forum

Organize an exchange forum for collaborating with other government agencies, state government, and the private sector on EEO Complaints, Diversity, Equity, Inclusion and Accessibility Programs in an effort to discover best practices, methods, and tools to allow an opportunity to streamline the efficiency of EEOC requirements. ACT-9 will coordinate and host a one day EEO Complaint Services Information Exchange Forum with agencies and organizations external to the FAA. This will serve as an opportunity to voice best practices, share methods, and tools used to provide an effective EEO Pre-Complaint Process.

Target: Annual EEO Best Practices Information Exchange Forum - Logistical Information

Conduct the Exchange Forum

Target: Annual EEO Best Practices Information Exchange Forum - After Action Report

Provide a report highlighting the best practices discussed at the EEO Complaint Services Information Exchange Forum.

Initiative: External Operations Program Compliance- DBE/ACDBE

ACR will conduct assessments, provide training and technical assistance, and build out functionalities for the existing FAA Civil Rights Connect System assessment tool to inform recipients of requirements and compliance status, and for ACR to identify trends.

Activity: DBE/ACDBE Airport Assessments

Conduct airport DBE and/or ACDBE program assessments to increase airport program compliance.

Target: DBE/ACDBE Enrollment

Enroll nine (9) airports for new compliance assessments for the DBE and/or ACDBE programs and provide feedback to the airports to assist them in becoming compliant.

Activity: Conduct Training and Technical Assistance

Deliver training, technical assistance, and consultations to airport sponsors or other DBE/ACDBE Program stakeholders to increase their program knowledge.

Target: DBE/ACDBE Training

Collaborate with national trade associations and other stakeholders to deliver four (4) DBE and/or ACDBE program trainings.

Target: DBE/ACDBE Webinars

Conduct four (4) new or updated DBE and/or ACDBE webinar trainings (live or pre-recorded).

Target: DBE/ACDBE Technical Assistance Calls

Offer six (6) DBE/ACDBE compliance program related question and answer teleconference sessions for all airport sponsors.

Activity: Utilize Technology

ACR will enhance development of the FAA Civil Rights Connect System for airport sponsors to assist in meeting DOT regulatory requirements.

Target: DBE Prompt Payment Complaints

Continue to ensure that airport sponsors track and report information as to prompt payment complaints, analyze data from FY21, and produce annual report.

Target: DBE/ACDBE Future Assessment Tool Enhancements

Develop a list of desired future enhancements for the DBE/ACDBE section of FAA Civil Rights Connect and create an estimate of costs

Target: DBE/ACDBE Compliance Program - Outreach to Raise Awareness of available technology

Educate airport sponsors quarterly through various means on the educational products and services available to assist them from the DBE/ACDBE compliance program.

Activity: DBE/ACDBE   - Implement FAA Office of Civil Rights Strategic Plan

Implement new requirements for the DBE/ACDBE compliance program, per the FAA Office of Civil Rights Strategic Plan.

Target: DBE/ACDBE Enhanced Customer Experience– Feedback Link

Provide feedback link to customers within 5 business days of completion of each DBE/ACDBE compliance program complaint investigation.

Target: DBE/ACDBE Enhanced Customer Experience – Complaint Status Updates

Provide monthly status updates to complainants of each DBE/ACDBE compliance program complaint investigation.